

Purpose

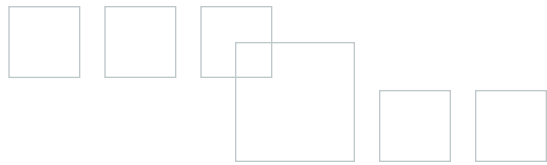
The purpose of this Joint Command, Control, Communications and Computer (C4) Campaign Plan is to provide the joint community, Services and Agencies a unifying strategy to better integrate and synchronize joint C4 efforts and staff actions using the Department of Defense's (DOD's) new transformational processes as envisioned in the Secretary of Defense's Transformational Planning Guidance, Joint Operations Concepts (JOpsC) and other key guidance.

Scope

This campaign plan is intended for use by:

- Members of the Joint Staff for guidance and prioritization of efforts.
- C4 and budget professionals, doctrine/tactics, techniques and procedures (TTP) writers, and system developers at the Combatant Commands, Services, DOD and non-DOD Agencies, and multinational/combined headquarters for synchronization and integration of C4 activities and capabilities.
- Strategic and operational level planners and action officers in all joint warfighting functional concept areas for synchronization and integration in the iterative development of operating concepts across all doctrine, organization, training, materiel, leadership/education, personnel and facilities (DOTMLPF) areas.

The focus of this document is on activities that must occur in the near term. While many of the end-state goals, concepts and capabilities envisioned in this campaign plan may not be fully realized for 3, 5, 10, or more years, there are clear implications for activities that must occur now (within the next one to three years) in order to achieve those goals. This is where the joint community must place its priority.



Assumptions

The environment, operational concepts, and technological capabilities envisioned today will continue to change at a rapid pace. Therefore, the development of future warfighting concepts will remain an evolving and iterative process. It's envisioned that operational planners will use this campaign plan as a reference in the development of overarching joint warfighting concepts, plans, doctrine, tactics, techniques, and procedures. Feedback from that development process will require frequent updates to this plan. The joint community is strongly encouraged to provide feedback.

The Environment

The events on September 11th, 2001 and recent operations in Afghanistan, Iraq and elsewhere around the world serve as a reminder of the threats and challenges of the 21st century. The threat may come from terrorists, but it also could come in the form of a traditional state-on-state conflict, cyber-war, some entirely new form of attack, or take the form of a natural disaster. This uncertainty validates the DOD plan to move away from our customary threat-based view of the world and force development process.

To meet the challenges of a new environment, DOD and military leaders must wisely embrace intellectual, cultural and technological change. Key drivers of change that must be accounted for are:

The Operational Environment

- Gain information superiority first
- Deep sensor reach
- Shared battlespace awareness
- Faster decision cycle
- Unity of effort
- Mass-effects rather than forces
- "Joint" operations at lower tactical levels
- Blurring of levels of war

Network Centric Operations

- Rapid change
- Speed of command
- Self-synchronization of actions
- Interdependent operations

What's Valued

- Networking
- Sensing
- Information sharing
- Agility
- Risk tolerance
- Innovation

- **Globally Connected Networks.** The world community is getting smaller through interconnected networks. Everyone will have access to the global commercial industrial base and many of the same technologies as the US military. Increased availability of commercial satellites, global fiber optics, digital communications, encryption techniques and the Internet give our adversaries new capabilities at a relatively low cost.
- **Collaboration and Knowledge Sharing.** Joint Forces must be prepared to "win" across the full range of military operations in any part of the world; to operate with multinational forces; and to coordinate military operations as necessary with other government agencies, as well as other



non-governmental and international organizations. Effective collaboration and information sharing are key force multipliers for the global force of the future.

- Agile, Adaptable and Thinking Adversaries. Our adversaries will focus on the development of asymmetric capabilities that avoid US strengths and exploit potential vulnerabilities. The United States must ensure that future military capabilities provide the necessary flexibility to deter or counter any adversary attack, and must exploit agility and adaptability as a competitive advantage.
- Emerging Technologies. Future adversaries will adapt as our capabilities evolve. The United States has superior warfighting capabilities today, but this current military balance is not guaranteed to last. As technology development continues, DOD must ensure new capabilities are employed to their full potential through wargaming and the development of effective warfighting concepts.
- Innovative and Empowered Individuals. The United States' competitive advantage in the Information Age will come from the ability of its people to adapt operationally, culturally, intellectually and technologically to leverage the capabilities provided by rapidly advancing information technologies.
- Adopting New Cultural Norms. Investments that only address the technical aspects of network centric

operations will garner limited gains in the overall agility of the Joint Force. Transitioning from a platform centric operation paradigm to a network centric operation paradigm requires surmounting internal and external organizational and process barriers to the sharing of awareness, understanding, decision making and synchronization. An environment that supports collaboration and innovation within and across the Joint Force is required to fully evolve and sustain a competitive advantage.

Chairman's Priorities

- Winning the War on Terrorism. The United States will use all its resources, including the ability to marshal and sustain international coalitions, to defeat terrorist networks and prevent the growth of new organizations. This is not just the physical battle, it is also the intellectual battle between a free world, and extremists who have no respect for human life. Terrorists are adaptive and agile adversaries. We will wage a war of ideas to make clear that all acts of terrorism are illegitimate, to ensure that the conditions and ideologies that promote terrorism do not find fertile ground in any nation, to diminish the underlying conditions that terrorists seek to exploit in areas most at risk, and to kindle the hopes and aspirations of freedom of those in societies ruled by the sponsors of global terrorism.
- Enhancing Joint Warfighting. The United States must continue to evolve from the cold war era and transform to a "born joint" baseline with an integrated and



interoperable approach to every mission. This is not just within the US military, but also with other government agencies, non-government organizations, allied military forces and governments, and the private sector.

- **Transforming Our Armed Forces.** This is more about cultural, intellectual, and process transformation than it is about technology. Leaders and subordinates alike must adapt to a joint mindset if the United States is going to develop the concepts and technology required for the 21st century operational environment.



One of the first changes is the change of mindset from a “need to know” to a “need to share.” The leadership of the Armed Forces must also create systems and organizations that support this new mindset. Inherent is an increase in risk, but the risk of sharing information must be weighed against the risk of not sharing. The risk in transformation is significant, but the risk of not transforming is even more significant.



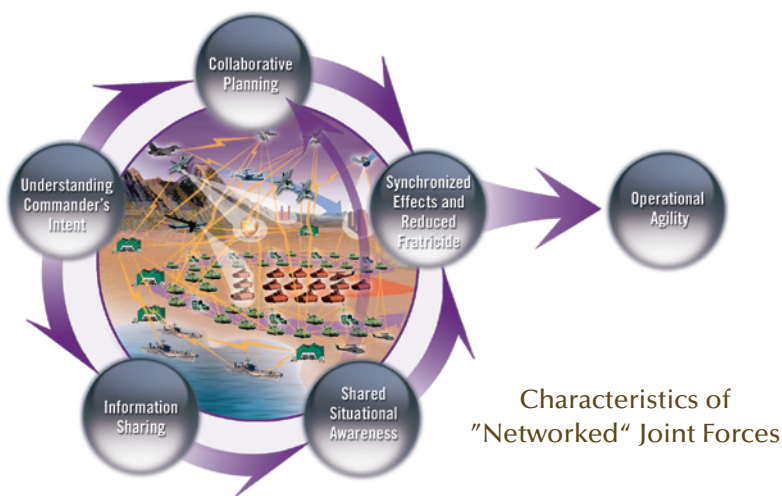
Guidance

- Quadrennial Defense Review (QDR)
- National Security Strategy
- National Military Strategy
- National Strategy for Combating Terrorism
- Transformation Planning Guidance (TPG)
- Strategic Planning Guidance (SPG)
- Joint Programming Guidance (JPG)
- Joint Operations Concepts (JOpsC)
- Family of Joint Concepts - Joint Operating Concepts (JOCs), Joint Functional Concepts, Joint Integrating Concepts, and Joint Experimentation
- DOD Network Centric Data Strategy
- DOD Architecture Framework
- Congressional Direction

Meeting the Challenge

To meet the challenges of the future, the strategic setting makes clear the requirement to transform the way the United States conducts planning and joint military operations to a capabilities-based approach.

Full Spectrum Dominance is based on the ability to sense, understand, decide and act faster than any adversary in any situation. These actions are preceded by decisions that are guided by a better understanding of the battlespace. This allows commanders to act simultaneously or sequentially to achieve the desired end-state with the least cost in lives and national treasures.



Full Spectrum Dominance

"Full spectrum dominance is the defeat of any adversary or control of any situation across the full range of military operations."

— *Joint Operations Concepts*

To meet future operational aims, the Joint Force will leverage technology to provide actionable, precise, "fused" intelligence at all levels of war to facilitate decision superiority. To achieve decision superiority, the Joint Force must have the right information at the right time (information superiority), and the ability to create a superior understanding and visualization of the joint battlespace from this information – knowledge superiority. This requires a singular battlespace, networked to enable continuous and collaborative campaign planning. The singular battlespace is a new way of viewing the battlespace. The Joint Force also requires adaptive command and control (C2) organizations and will increasingly employ tailored, capabilities-based force packages to conduct effects-based operations.

A key enabler to decision superiority is a networked force. In the Joint Operations Concepts (JOpsC), networked describes a Joint Force that is linked and synchronized in time and purpose. The Joint Force capitalizes on information and near simultaneous dissemination to turn information into actions. Networked Joint Forces will increase operational effectiveness by allowing dispersed forces to more efficiently communicate, maneuver, share a common operating picture and achieve the desired end-state.

Singular Battlespace

"The ability to see both the enemy and friendly forces as a complex, adaptive system, composed of many systems and subsystems. These battlespace systems consist of nodes and connecting links that represent some kind of relationship. The systems and their nodes may be linked directly or indirectly and the links may be physical or non-physical links."

— *Joint Operations Concepts*



Decision Superiority Hierarchy

A networked Joint Force expands its strategic, operational, and tactical reach. Reachback is the ability of the Joint Force to extend beyond organic capabilities to include fire support, sustainment and mission critical information. This network includes interagency, designated multinational partners, academic, industrial, and public service sources. It takes into account both technical linkages (interoperability) and personal relationships developed through training and habitual association. A networked Joint Force is able to maintain a more accurate presentation of the battlespace built on the ability to integrate intelligence, surveillance and reconnaissance information and total asset visibility. This integrated picture allows the Joint Force Commander (JFC) to better employ the right capabilities, at the right place and at the right time. Fully networked forces are better able to conduct distributed operations.

Network Centric Operations and Warfare

The shift from an industrial age to an information age Joint Force in support of

new warfighting concepts and capabilities will dramatically increase reliance on network technology and information sharing. Future operations, whether they involve major combat, homeland defense, stability operations or strategic deterrence will depend on a secure, reliable and seamless network capable of supporting network centric operations (NCO).

NCO is not about C4 networks, but rather how decisive combat power is derived from a fully connected and interoperable force. When NCO is conducted in the context of war, it is referred to as network centric warfare (NCW).



The Tenets of Network Centric Warfare

- (1) A robustly networked force improves information sharing.
- (2) Information sharing enhances the quality of information and shared situational awareness.
- (3) Shared situational awareness enables collaboration and self-synchronization, and enhances sustainability and speed of command.
- (4) These, in turn, dramatically increase mission effectiveness.

*DOD Report to Congress on
Network Centric Warfare,
27 July 2001*



NCW is at the very heart of force transformation and the emerging way of warfighting. It translates information superiority into combat power by effectively linking friendly forces within the battlespace, providing a much improved shared awareness of the situation, enabling rapid and effective decision making and timely delivery of desired combat effects.

To leverage information, the Assistant Secretary of Defense for Networks and Information Integration (ASD(NII))/DOD Chief Information Officer (CIO), coined the phrase "Power to the Edge." The goals established by ASD (NII)/DOD CIO are threefold. First, make information available on a network that people depend on and trust. Next, populate the network with new, dynamic sources of information to defeat the enemy. Third, deny the enemy comparable advantages and exploit weaknesses to

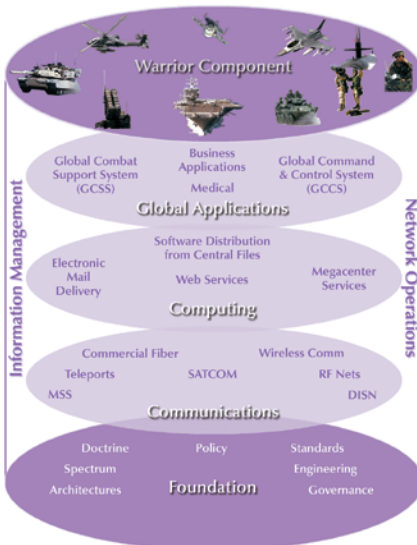


Power to the Edge Vision

People throughout the trusted, defendable and ubiquitous network are empowered by their ability to access information and recognized for the inputs they provide.

support network centric operations and the transformation of DOD business processes.

The network to enable NCO is the Global Information Grid (GIG). The GIG is the globally interconnected, end-to-end set of information capabilities (across all functional areas), associated processes and personnel for collecting, processing, storing, disseminating and managing information on demand to warfighters, policy makers and support personnel.



Global Information Grid Components

- Warrior
- Global Applications
- Computing
- Communications
- Information Management
- Network Operations
- Foundation

Former Commander, US Central Command

General Tommy R. Franks

Before the Senate and Armed Services
Committee, July 9, 2003

"Advanced technologies employed during OEF were also critical. The command and control of air, ground, naval, and SOF from 7,000 miles away was a unique experience in warfare as our forces achieved unprecedented real time situational awareness and C2 connectivity...Blue Force Tracking and enhanced C4I systems increase lethality and decrease response time, and also represent transformational technologies."